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1. DESCRIPTION OF PROGRAMS

A. Peer Support Program	• A support program that provides all employees access to a trained peer employee who can provide support during a time of personal crisis
B. Employee Assistance Program (EAP)	• A program offered by the City that provides free, confidential counseling, self-improvement tools, and other resources to eligible employees and their dependent and household family members
C. Early Identification and Intervention Program (EIIP)	• The EIIP is outlined in Operations Order 4.10.01, Early Identification and Intervention Program
D. Critical Incident Stress Management (CISM)	• A program that has been developed to mediate the effects that result from a critical incident
E. Police Chaplaincy Program	• A program designed to personally assist police employees and their families
F. The Above Support Programs May Offer Assistance in the Following Areas	• Early intervention programs • Marriage and pre-marriage counseling • Substance abuse counseling • Family needs of seriously or fatally injured employees • Suicide prevention • Bereavement assistance • Officiating at funerals
G. Active Duty Support Team (ADST)	• A volunteer program designed to assist employees and their families when an employee is called up to active duty
H. Department Honor Guard	• The Honor Guard is a detail comprised of sworn officers of all ranks, identified through a selection process. • Sworn members, in specifically designed uniforms, represent the Department at ceremonial events that have been approved by the designated assistant chief. • Upon authorization, these events are staffed by the designated Honor Guard event staffer.

2. PEER SUPPORT PROGRAM

A. Goals of the Peer Support Program

- (1) To help employees through temporary crises by providing a network of readily accessible employees who are trained and willing to be of assistance to their peer employees.
- (2) To develop awareness among employees that they are not alone and that others care about them.
- (3) To develop a referral system that can provide, in more serious cases, appropriate professional care.
- (4) To provide an intervention program that can assist in defusing a problem before it becomes a crisis situation.

B. Administration of the Peer Support Program

(1) Responsibility

- (a) The Peer Support Program will be administrated and overseen by the Employment Services Bureau (ESB) commander.
- (b) The Peer Support Program coordinator will be the Employee Assistance Unit (EAU) sergeant.
 - The coordinator will be the link between management and the peer members.
 - The coordinator is on 24-hour call.

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2. B. (2) EAU will be responsible for:

- (a) Establishing the general direction of the program and maintaining its well-being consistent with sound administrative practices.
- (b) Reviewing and evaluating statistical data on the use of the program and reporting the findings to the Police Chief on an annual basis.
- (c) Keeping the Police Chief informed of any disturbing trends and making recommendations regarding those trends.
- (d) Assessing the need to breach confidentiality between peer members and employees and may notify the affected employee if and why the breach was necessary.

(3) Peer Support Program Coordinator - The coordinator will be responsible for:

- (a) Establishing training standards for peer members.
- (b) Monitoring the progress of the program by creating and maintaining statistical data and keeping the ESB commander/administrator apprised of any disturbing trends.
- (c) Overseeing the selection and appointment of peer members.
- (d) Serving as advisor to the peer members and acting as liaison between the members and their supervisors.
- (e) Removing peer members from the program for cause.

C. Peer Support Members

(1) Selection Process

- (a) Volunteers will be solicited through the Department Newsletter, as peer members are needed.
- (b) Applicants must submit a memorandum through their chain of command to the Peer Support Program coordinator expressing their interest and willingness to be of service.
- (c) The coordinator will review the applicant's qualifications and work history.
 - The quality of the applicant's job performance, as well as any previous disciplinary actions received, will be the significant factor in the selection process.
 - Applicants must attest that they are not currently the subject of a disciplinary investigation that could result in their suspension, demotion, or termination, and they are not suffering from or being treated for any serious personal problems.
- (d) Applicants must discuss their intention to be a member with their bureau/precinct commander/administrator.

(2) Training

- (a) Selected applicants will be required to attend and successfully complete the certified Peer Support training program.
- (b) Peer members must attend a minimum of eight hours of training per fiscal year to maintain their active status on the list.
- (c) Review by the coordinator will occur if the training obligation is not met.

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2. C. (3) Overtime

- (a) Overtime is authorized for peer members who attend the scheduled peer support training meetings.
- (b) Overtime **will not** be authorized for meeting with employees.

D. Accessibility

- (1) A list of peer members, including their home and work telephone numbers, will be posted at each work unit.
- (2) Employees may contact any member of their choice.
- (3) Any on-duty peer meeting that occurs other than during an authorized break period will require the prior approval of the affected employee's supervisor.

E. Confidentiality

(1) General Information

- (a) Although confidentiality is an essential part of a peer support program, it must be recognized that it cannot be absolute.
- (b) While every reasonable effort should be made to protect anonymity, the gravity of some situations will demand the attention of management.

(2) Criteria for Confidentiality - When a peer member is contacted by an employee, the peer member will inform the employee confidentiality will be maintained except in the following circumstances:

- When there exists a breach of Department policy
- When any crime has been committed
- When circumstances indicate the employee is likely to endanger themselves or others

(3) Procedures for Evaluating Confidentiality Requirements

- (a) When the conditions of 2.E.(2) exist, the peer member will contact the program coordinator as soon as possible.
 - If the coordinator is not available, the peer member will contact the ESB commander/administrator.
 - Peer members will brief the coordinator or ESB commander/administrator on the general circumstances of the situation.
- (b) If, in the judgment of the coordinator or ESB commander /administrator, immediate attention is required, the peer member will disclose all information about the situation, including the identity of the employee involved and appropriate steps will then be initiated to effectively resolve the matter.
- (c) If, in the opinion of the coordinator, immediate attention is not required, the general circumstances will be referred to the ESB commander/administrator for evaluation.
- (d) In the event a peer member becomes aware of an **emergency** situation that requires immediate intervention, the member will contact any Department supervisor and disclose all information.

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3. **EMPLOYEE ASSISTANCE PROGRAM (EAP)**

A. The City's EAP is provided by ComPsych GuidanceResources and offers many resources, such as confidential counseling, legal and financial consultation, work-life assistance, such as information on elder and child care, and health and wellness services, to all eligible City employees and their dependent and household family members.

- To access information or services other than counseling, go online to www.compsych.com, click on "Employee/Member Access", and register by using the login code of "phoenixeap."
- * Employees will then create their own personal login information allowing them access to the resources.
- * Employees may also call (602) 534-5433 or (844) 819-4775.

B. Counseling Services

(1) Employees and their eligible family members are entitled to 12 counseling sessions per individual, per issue, per calendar year at City expense.

- Up to three appointments may be scheduled on work time (no more than two hours each) per year, with prior approval of a supervisor, and time used may be charged to "City Business."

(2) To schedule a counseling session, contact ComPsych at (602) 534-5433 or (844) 819-4775, 24/7, to speak with a guidance consultant who will help determine the correct counseling services for the requested need.

- Once a suitable counselor is determined, the guidance consultant will provide the employee with an authorization number and if requested, make the appointment.
 - * The guidance consultant may provide a list of possible counselors in order for the employee to choose one to best fit his/her needs and to make the appointment directly with the chosen counselor.

NOTE: The counselor will need to be advised the EAP will be utilized and given the authorization number provided by the ComPsych guidance consultant.

C. Confidentiality

(1) Proper identification will be requested at the time of the appointment to verify eligibility.

(2) Identity of the person or family member will not be released to the Department.

(3) Covered employees who seek or receive counseling through the City's EAP are assured maximum limits of confidentiality.

(4) No individual, group, organization, department, City employee, or official shall have access to any information regarding an individual's participation in the program.

(a) The only exception to the guarantee of confidentiality is an indication by the employee to the psychologist of any immediate **physical danger to self or others**.

(b) In the event of such an occurrence, the Police Chief shall be notified or action will be taken to ensure the protection of those concerned.

4. **CRITICAL INCIDENT STRESS MANAGEMENT (CISM) PROGRAM**

- A. Purpose - The purpose and goal of CISM is to provide a controlled setting for employees to vent stress and feelings that occur as a result of a critical incident.
- B. Program Coordinator - EAU is the Department's facilitator for the CISM Program.
- C. CISM Facilitator - A CISM team member responsible for the management of CISM personnel, overseeing defusings and debriefings, and other duties as deemed necessary.
- D. General Description of the CISM Program

- (1) The Department recognizes employees are occasionally subjected to high levels of stress during the performance of their duties.
- (2) A critical incident is defined as an event that has sufficient emotional impact to overwhelm an individual's usual abilities to cope.
- (3) Types of Intervention Performed by CISM Team Members

(a) Defusing	- This occurs during or immediately after a major incident - It is directed at stabilizing the emergency service provider. - This allows for initial venting of reaction and emotions and assists the CISM team member in determining if a formal debriefing is needed.
(b) Debriefing	- This is a confidential, structured group meeting facilitated by CISM team members and a mental health professional. - The meeting allows participants to share their reactions to the high-stress incident and to vent their emotions. - The CISM team can provide information about possible reactions and symptoms that are normal to unusual events in order to reduce the impact.

E. CISM Team Members:

(1) CISM Coordinators	The ESB commander/administrator and the EAU sergeant.
(2) CISM Facilitators	Evaluates the need for a debriefing or a defusing when an intervention is requested.
(3) CISM Team	- Provides peer support for Department employees involved in highly stressful situations encountered in the course of their duties. * The team is composed of Department employees on the basis of their skills and knowledge. * The team includes a mental health professional.

F. CISM Team Member Selection Process

- (1) Eligibility Criteria - Any Department employee who meets either of the following may apply to be a CISM team member:
- An employee who is an active peer member
 - An employee who has attended a training course in CISM during the last two years
- (2) CISM Team Member Selection Process - When it becomes necessary to select employees for the CISM team, ESB will solicit memorandums from any interested Department employees by publishing an announcement in the Department Newsletter; the announcement will include:
- The application period
 - A description of the information required in the memorandum

4. F. (3) Applicant Requirements

- (a) Applicants must receive a positive recommendation from their immediate and second level supervisors.
- (b) Applicants will be requested to provide two peer references.
 - A questionnaire will be provided to the peer references.
 - Applicants must receive a favorable response from both references.
- (c) Applicants will submit a resume.

(4) Components of the Selection Process

(a) Resume Review	• The resume will be evaluated and scored by a Resume Review Committee based on a pre-designated scoring system. • The Resume Review Committee will include a representative from one of the following: * Phoenix Law Enforcement Association (PLEA) * Phoenix Police Sergeants and Lieutenants Association (PPSLA) * Administrative Supervisory Professional Technical Employees Association (ASPTEA) * The American Federation of State, County, and Municipal Employees (AFSCME)
(b) Oral Interview	• Qualified applicants will be invited to participate in an oral interview process.

(5) Selection of Team Members

- (a) CISM team members will be selected and appointed in accordance with guidelines established by the CISM coordinator.
- (b) The CISM team selection panel will select the most qualified individuals.
- (c) The names of those individuals will be presented to the Police Chief for final approval.

G. Training

- (1) Selected CISM applicants will be required to attend mandatory training as established by the CISM coordinators before being placed on the callout list.
- (2) Mandatory training will be provided by the Department; this training will be used to complete the minimum eight hours necessary to remain on the active callout list.
- (3) If a member is unable to complete the required training they will be placed on the inactive list.
- (4) Prior to a member transitioning from inactive to active status, they must first complete the eight hours training and meet with the coordinator to discuss their intent.

H. Activation of the CISM Team

(1) Criteria for Activating the CISM Team

- (a) The CISM team may respond to incidents where there is a likelihood that employees will be subjected to significantly abnormal stress either during a police incident or at its conclusion.



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4. H. (1) (b) Activation of the CISM team should be considered by the on-scene supervisor for:
- Officer-involved shootings
 - Line-of-duty deaths
 - Serious line-of-duty injuries
 - Prolonged or violent tactical operations
 - Major disaster scenes
 - Other stressful situations, depending upon the needs of the employees involved
- (c) Any employee can arrange a one-on-one defusing by contacting the CISM coordinator.
- (2) Procedures for Activation of CISM
- (a) The bureau/precinct commander/duty commander requesting the call-out will notify the Communications supervisor to contact who will be advised of the nature of the incident.
- (b) One of the CISM coordinators will evaluate the situation, determine the action to be taken, and initiate contact of CISM team members.
- (c) The CISM facilitator will contact the supervisor in charge of the investigation and/or PSB personnel to coordinate on-scene defusing.
- (3) Debriefings
- (a) At the conclusion of an incident, a supervisor may request a debriefing be conducted for employees who were directly or indirectly involved in the incident.
- (b) Debriefings will normally be held within three days of the incident.
- (4) Overtime
- (a) Overtime is authorized for call-outs and scheduled Department training.
- (b) To reduce overtime, every effort will be made to use on-duty personnel.
- I. Confidentiality
- (1) Per [Arizona Revised Statute \(ARS\) 38-1111](#), confidentiality will be maintained to protect the identity of an employee and content of any contact by a member of the CISM team, except in the following circumstances:
- When the communication or advice indicates a clear and present danger to the employee or other persons
 - When the employee gives express consent to the testimony
 - When the communication or advice is made during the course of a criminal investigation
 - When the employee voluntarily testifies, in which case the CISM team member may be compelled to testify on the same subject
 - When there exists a breach of Department policy amounting to the violation of laws normally enforced by law enforcement
- (2) Notification Procedures
- (a) If, in the opinion of the coordinator, immediate attention is not required, the general circumstances will be reviewed by the Management Services Division assistant chief.

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4. I. (2) (b) In the event a CISM team member becomes aware of an emergency situation that requires immediate intervention, the team member will contact the appropriate on-duty Department supervisor or duty commander and will disclose all information.

(3) Compromising a Confidence

- (a) Compromising a confidence will be considered a violation of Department policy.
- (b) Members of the CISM team who violate the confidentiality of an employee contact will be subject to disciplinary action.

5. **POLICE CHAPLAINCY PROGRAM**

- A. The main purpose of the Police Chaplain Program is to serve the employees of the Department and intercede relative to ministerial concerns.
- B. Availability of Chaplains
- (1) Chaplains are available on a 24-hour basis.
- (2) Police chaplains' telephone numbers can be obtained from the Communications Bureau or EAU.
- (3) Any time a police officer wishes to refer a police matter to a chaplain, it will only be done upon request of the citizen involved and with the approval of a supervisor.
- C. Confidentiality - All contact with the chaplains will be held in complete confidence.
- D. The Police Chaplain Program is coordinated by EAU.

6. **ACTIVE DUTY SUPPORT TEAM (ADST)**

- A. Purpose - The purpose of the ADST is to provide a variety of services to Department employees and their families when the employee is activated as a result of a Presidential call.
- B. Description - ADST is comprised entirely of volunteers and can be contacted through EAU.
- C. ADST supports the employee before, during, and after deployment in the following ways:
- Posting the employee's photo and contact information on the secure PPD website
 - Maintaining contact with the employee and his/her family throughout his/her deployment to advise of important information and ascertain if any assistance is required
 - Coordinating with the Training Bureau to assist in reintegration after deployment

7. **DEPARTMENT HONOR GUARD**

- A. Protocol, Authorized Uniform, and Equipment
- (1) All activities relating to the deployment/staffing of the Honor Guard at events will be coordinated through the EAU commander.
- (2) The EAU commander will forward requests to the team coordinator/s for the Honor Guard to attend events.
- (3) The assistant chief designated by the Police Chief will oversee/approve all staffing requests and activities of the Honor Guard relating to administrative policies, procedures and standards, as well as appointment, supervision, and training of the Honor Guard.

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7. A. (4) For the authorized uniform and equipment, see [4.11.P, Uniform Policy - Honor Guard Uniform](#).
- B. Coordinator - Honor Guard members designated by the assistant chief identified as the coordinator will staff requests for the Honor Guard.
 - (1) Team coordinators act as the contact person for approved Honor Guard requests, which are forwarded from the EAU commander.
 - (1) Team coordinators are also responsible for mobilizing sufficient members to staff the requested activity, and will oversee the administrative aspects of the Honor Guard.
- C. Staffing - The deployment of the Honor Guard as a display at a memorial service, funeral, or other ceremony.
- D. Application Process
 - (1) Any sworn member of the Department, in good standing (who is off probation if a police officer) is eligible to compete for membership in the Honor Guard.
 - Membership on the Honor Guard is a privilege extended to qualified officers.
 - Members of the Honor Guard serve at the pleasure of the Police Chief.
 - Good standing is defined as no sustained allegations of misconduct in the last five years.
 - As high profile representatives of the Department, applicants must possess a level of fitness that presents a professional appearance.
 - Employee reliability and attendance will be examined to determine suitability for the unit.
 - (2) Eligible officers of any rank desiring membership in the Honor Guard will submit a request via memorandum through their chain of command to the Honor Guard coordinator.
 - (3) Only memoranda with favorable supervisor recommendations will be considered and interviews of applicants' supervisor/s may be conducted.
- E. Selection Process
 - (1) When a vacancy occurs, the team coordinators will conduct an interview process with eligible members of the Department who have applied for membership.
 - (2) The purpose of the interview process is to ensure the applicant understands the duties, obligations, and physical demands relating to the service of the Honor Guard.
 - (a) In addition, this interview process will be structured to assess the applicants' abilities to perform military movements, marching, and similar activities.
 - (b) As high profile representatives of the Department, applicants will possess a level of fitness that presents a professional appearance.
 - (3) A list of participating Honor Guard members will be maintained by the coordinator.
 - (a) Should the list become depleted, the coordinator will prepare a Department Newsletter entry soliciting membership applications.
 - (b) Members may be dismissed at any time at the discretion of the Police Chief or his/her designee.

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7. F. Deployment and Use of the Honor Guard

- (1) The Honor Guard may be utilized for the following activities.
 - (a) Police Officer Funerals - See [4.10.03.A, Employee Assistance Unit Funeral Matrix](#), regarding the types of funerals and degree of Departmental participation.
 - (b) Memorial services relating to law enforcement.
 - (c) Other ceremonial events as directed by the Police Chief or designee.
- (2) Requests for the Honor Guard will be forwarded through EAU to the Honor Guard coordinators.
 - (a) Each request will be evaluated by the coordinators in consult with the Police Chief designee.
 - (c) The decision to use the Honor Guard will rest with the designated Honor Guard assistant chief.
- (3) Once the Honor Guard has received approval to participate, the coordinators will staff the event.
 - (a) The coordinators will develop a deployment and activity plan for the event, in some cases coordination with the EAU commander may be necessary.
 - (b) The coordinators will arrange for the appropriate number of members needed for the event.
 - (c) Overtime is not authorized unless prior approval is granted by an assistant chief.